



EXECUTIVE SUMMARY

John Jay College of Criminal Justice and the National Organization of Black Law Enforcement Executives partnered together on the “Future of Public Safety” series, which resulted in this report. In the series, we brought together 38 individuals representing a diverse range of voices for “dialogue across differences.” Through everyone’s points of healthy disagreement, we identified nine core points of consensus that guided our work and are the framework for the roadmap we provide communities:

- 1** Everybody wants the same thing: to be safe. That looks and feels like what predominantly white and suburban communities enjoy every single day.
- 2** Beyond the police, other institutions and public servants must play a role in delivering public safety services.
- 3** Healthy communities are safer communities. Public resources must be invested in the areas that are most likely to create healthy communities.
- 4** Community voices—particularly those of young people—need to be included and respected in the process of defining public safety. Members of the community should be given space to be real partners in public safety.
- 5** Less wealthy, and most often Black, indigenous, people of color (BIPOC) neighborhoods, are often over-policed when it comes to investigating presumed criminal activity and under-resourced when it comes to addressing and preventing emergency situations.

- 6** Society has effectively criminalized mental illness, homelessness, and substance abuse, in part by assigning police as the public agents most often responding to incidents of substance abuse and psychiatric episodes.
- 7** Trauma, specifically in poor communities and communities of color, caused by negative interactions with police, food insecurity, unavailability of quality housing, and interpersonal violence is prevalent across the country. It becomes a fundamental aspect of how people approach their interactions with law enforcement. Law enforcement, political leaders, community leaders, health professionals, educators, and others must work together to address various forms of trauma across the country and look to address their root causes.
- 8** Society must address how police departments think about and address issues of race, racial animus, and implicit bias. Neither police leadership, nor community members, should have any tolerance for law enforcement officers with a history of or tie to racism and injustice.
- 9** Police departments and officers must view themselves as, and act as, guardians of the community, not warriors against crime.

Grounded in these points of consensus, we laid out a roadmap for the public to follow in crafting a more just future of public safety. Our roadmap begins by identifying a series of data points communities should gather about public safety and social services. We then recommend a series of steps that, grounded in those data, communities should follow with the goal of



fostering: more public/private partnership; more collaboration between the public, government, and others; better transparency in government; and smarter law enforcement priorities that best keep communities safe in the most cost-effective and racially just manner.



ROADMAP

Our nine points of consensus over the course of this series informed a roadmap that communities can follow to create a more just future for public safety. To get to where we want to go, all sectors of the community—including the public, private, and nonprofit sectors, and members of the general public—must conceive of a multidisciplinary approach to public safety. This approach will not just reduce crime, but prevent it.

DATA COLLECTION

Smart, racially equitable public safety solutions must be grounded in data. We have identified a number of areas that should serve as the basis for profound changes to communities' approaches to public safety.

An important point: government is only as good as the extent to which it listens to, and engages with, the public it serves. It is critical through this entire process—of collecting data, analyzing it, and translating those findings into action—that the infrastructure of government be conducive to collaborating with partners and community members.

- To this end, governments at the federal, state, and local level should all gather, track, and publish in an accessible format budget data concerning community investments that fall outside traditional policing or public safety budgets, including the amounts allocated to:
 - Services and programs that are responsible for affordable housing, jobs programs, mental health, and youth development, as a percentage of the general fund. How does that figure compare to spending in other comparable communities?
 - Departments that are responsible for affordable housing, jobs programs, mental health, and youth development, as a percentage of the total budget. How does that figure compare to spending in other comparable communities?
- Governments at the federal, state, and local level should break down, and make public, information related to police department funding, including:¹
 - The amount the locality allocates to the police and corrections departments as a percentage of its general fund.
 - The amount the locality allocates to the police and corrections departments as a percentage of its total budget.

¹ See, e.g., http://reformtransform.org/wp-content/uploads/2018/08/policetoolkit_investments-public-safety_rev2c-12.pdf



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- The amount of the locality's restricted funds that go toward law enforcement (i.e., funds that are earmarked for law enforcement and not discretionary) as a percent of all restricted funds.
 - In the last 10 years, the amount that general fund allocations to police and corrections departments increased or decreased, relative to the overall growth of the general fund.
 - In the last 10 years, the amount that total budget allocations to police and corrections departments increased or decreased, relative to the overall growth of the total budget.
 - The total police department budget, including fines and fees collected by the police department and state aid, special revenue funds, and capital funds.
 - The manner in which the police department breaks down its budget, among non-equipment expenses, equipment, contractual services, professional services (salaries, wages, benefits, and overtime), and capital projects.
- Governments at the federal, state, and local level should break down, and make public, information related to the public's calls to 911 for service as well as police department activities and operations, including:
 - The number of calls made to 911 each year, disaggregated, wherever possible, by race, gender, and ethnicity of both the caller and the subject of the call.
 - The number or percentage of 911 emergency calls related to those areas identified in this report as prone to over-policing and ineffective use of police resources, including homelessness, mental health, substance use, the transit system, and school safety.
 - The races and genders of all parties in police stops; police searches; and uses of force in those encounters.²
 - The number of arrests made each year, disaggregated by race, gender, and ethnicity of both the arresting officers and the individuals involved and/or arrested.
 - The percentage of arrests for crimes involving some form of violence, disaggregated, wherever possible, by race, gender, and ethnicity of officers involved and individuals involved and/or arrested.

² Though not consistent nationwide, some jurisdictions already make these data public. See, e.g., <https://opendatapolicing.com/>



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- The locations to which police are most frequently dispatched, especially noting how frequently they are dispatched to homeless shelters or substance abuse treatment facilities.
 - The locations in and around a particular jurisdiction in which violent incidents are concentrated.
 - The percentage of the time officers have their body cameras activated, disaggregated by races, genders, and ethnicity of both officers involved and individuals stopped or apprehended.
 - A breakdown, by percentage, of how police spend their time on areas of work including, but not limited to: responding to noncriminal calls; traffic stops; other crime; property crime; proactive investigation; medical calls; and violent crime.
 - Frequency and nature of police officer engagement with individuals with some diagnosable form of mental illness (anonymized), to the extent such data can be identified.
- Governments at the federal, state, and local level should break down, and make public, information related to the makeup of their police departments, including:
 - The percentage of officers who live, or were raised, in the jurisdictions they are serving.
 - The race and gender of: applicants, recruits at the academy; sworn officers; and officers holding each rank.

All of the above data should be collected, analyzed, and interpreted frequently enough that they can shed light on areas that require course correction, or can be adjusted if necessary.





ACTIONS

Based on the above data, local governments, police, communities, activists, the public health community, businesses, and philanthropic partners should come together to discuss goals and agree on actions that will make communities safer. Some of these actions will fall squarely under one entity or sector; others will require collaboration across multiple. Each community is different, and each will require different work to reach a place of public safety for all.

Most importantly, as we have said elsewhere in this report, none of these steps can be taken overnight. This work will require a dramatic shift in how communities think of what safety is and how it can be achieved. This will not be bound to any one electoral cycle. It is long-term work, requiring creativity and collaboration over years and decades, not just weeks and months.

To Improve Transparency

- Members of the public should request and attend meetings with elected and public safety officials to share their priorities on what will keep communities safer.
- Members of the public should call on their governments to hold public meetings (if they are not already being held) on any of the matters contained in this report, including public social service budgets, city budgets, police budgets, police training, race and policing, the role of trauma in communities, and community-police relationships.

- Members of the public should insist that community members have a role in the process of crafting public safety budgets (including both budgets for police departments and social service departments). They should follow the model of the Participatory Budgeting Project, which empowers people to decide together how to spend public money.
- Members of the public should then request that data regarding public budgets (as detailed above) be open, accessible, and understandable to the public.
- Along these lines, all members of the public—including the general public and the public and private sectors—should support and partner with organizations that have expertise in ensuring that local data are made public, like The Sunlight Foundation.
- Businesses and philanthropic entities should use their power to help push governments to communicate and coordinate with communities and engage them in the decision-making process.

To Ensure That Government Social Services Are Most Effectively Marshaled To Keep the Public Safe

- Local governments should examine staffing models at homeless shelters and other providers of services for the homeless to ensure that all employ full-time comprehensive behavioral and clinical healthcare services staff.



- Local governments should establish mobile crisis units, tasked with providing face-to-face assistance by trained clinical and counseling personnel, to help navigate the situation and assess whether individuals require clinical care, mental health care, shelter, or other services. Models include Mobile Crisis Outreach Teams used in Dallas or Seattle’s Health One program.
- Local governments should ensure funding that allows access to mental health services in schools, particularly for youth who have experienced some form of trauma or adverse incidents.
- Localities should embed both social workers and, if appropriate, emergency medical technicians on teams that are sent to execute search warrants at homes.
- Communities should scale and replicate programs like New York City’s Crisis Management System and Safe Streets Baltimore, which rely on “credible messengers”—members of the community who have had previous encounters with the criminal justice system—to help detect, identify, and defuse violent encounters before they happen.

To Better Involve the Public in the Budgeting Process

- All members of the public should support existing community-based advocacy groups leading studies of police department spending (or form new ones) with an eye toward not simply cutting police budgets, but using data to identify areas in which resources can be responsibly reallocated and responsibilities shifted away from police to others in a position to help improve public safety. Some groups doing interesting work in this space are the Austin Justice Coalition and the Detroit Justice Center.
- Communities should establish advisory boards—drawing from diverse sectors and involving community members, including youth—to form a participatory process for crafting budget recommendations.

To Bring Parties Together for Partnerships To Improve Public Safety

- Local governments and their partners should invest in long-term public health interventions and partnerships to address violence. Successful models for this approach that others may replicate are John Jay’s National Network for Safe Communities, along with Advance Peace, READI Chicago, and Roca.



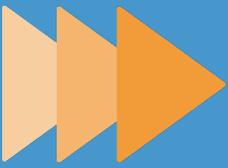
- All members of the public—including the general public and public and private partners, should support, and partner with, educational institutions and other organizations focused on youth development to expand opportunity and reduce youth interactions with law enforcement.
- Businesses, philanthropic entities, and the public sector should invest in organizations that take a data-driven approach to public safety that focuses on the root causes of violence as identified in this report, such as joblessness, lack of access to quality housing, and education. This is not limited to national organizations; it extends to local grassroots organizations, like several of the organizations that were featured in this series, as listed in Appendix 1 of this report.
- Businesses, philanthropic partners, and the public sector should invest in partnerships between mental health professionals, hospitals, and first responders.
- Businesses, philanthropic partners and the public sector should invest in modern, evidence-based programs geared at the reduction of crime and recidivism, with an emphasis on procedural justice and fairness in outcomes.³

To Ensure That Police Departments Reflect the Communities They Serve

Police departments should:

- Based on data by race and gender of recruits at the academy; total police personnel; and total police personnel holding each rank, implement practices to improve hiring of demographics (women and BIPOC) who are traditionally underrepresented in the police department.
- Based on data on percentages of officers residing or raised in the jurisdiction, implement active hiring efforts to recruit members of the community to serve, especially among demographics (women and BIPOC) who are traditionally underrepresented in the police department.
- Implement zero-tolerance policies for any officers or recruits found to have been associated with white supremacist or other hate groups.

³ For instance, as Merisa Heu-Weller noted in Session Four, Microsoft partnered with Washington's Criminal Justice Training Center to invest \$400,000 to pilot a new police curriculum "designed to build a culture of modern, evidence-based approaches to the reduction of crime and recidivism, with an emphasis on procedural justice and fairness in outcomes through the interruption of implicit bias and the restoration of community trust." <https://blogs.microsoft.com/on-the-issues/2017/07/28/next-generation-washington-an-update/>



To Ensure That Police Are Trained in a Manner That Promotes a New Vision for Public Safety

Police departments should:

- Form public/private commissions that include community members to examine the length and content of training given to officers, with an eye toward comparing how local training compares to that given in other comparable jurisdictions across the country.
- Include members of the general public in designing the curriculum provided to police.
- With input from the public, evaluate and fundamentally shift the purpose of police education toward preparing officers to serve as guardians of the community, rather than combatants in a “war” such as a “war on crime” or a “war on drugs.”
- Expand police education to include issues such as implicit bias, the use of force, and instruction on de-escalation and dealing effectively with a range of social issues, including mental illness, homelessness, and addiction.

Governments should:

- Establish standards, or at least model standards, for the hiring and training of police officers around core topics, especially cultural competency and building strong positive relationships with the communities they serve.

To Ensure That Police Officers’ Education Continues Through Their Careers

Police departments should:

- Solicit and integrate community feedback into how they identify and measure key performance indicators for officer promotion.
- Require ongoing training in topics including cultural competency, racial equity, impacts of trauma, mental health issues, homelessness, and substance abuse—for all officers.
- Test and evaluate the impact of various training approaches on officer behaviors over time (for example, upon entry, and after one, five, and 10 years on the force).
- Make competency around diversity and inclusion a part of leadership development and competency-based appraisals in police agencies.

To Ensure That Police Are Held Accountable, Where Necessary

Governments should:

- Establish a national registry for police misconduct.
- Make police disciplinary records public, and repeal provisions in the law⁴ that bar members of the public from accessing them.
- Pass legislation or issue executive orders explicitly banning racial profiling.

⁴ <https://www.vox.com/2020/6/16/21291595/new-york-section-50-a-police-misconduct>